



King County Office of

**INFORMATION RESOURCE
MANAGEMENT**

LSJ Integration Project
Strategic Planning Stage
Analysis Phase
Business Opportunities
Analysis Report

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February 25, 2002

Table of Contents

1.0 INTRODUCTION.....	1
1.1 PROJECT OBJECTIVES	1
1.2 PURPOSE OF DOCUMENT	1
2.0 EXECUTIVE SUMMARY.....	2
2.1 ANALYSIS METHODOLOGY	2
2.2 QUANTIFIED BUSINESS OPPORTUNITIES	2
2.3 QUALIFIED BUSINESS OPPORTUNITIES.....	4
2.4 PROJECT ASSESSMENT AND OTHER CONTRIBUTING ASSUMPTIONS.....	5
3.0 ANALYSIS METHODOLOGY	6
3.1 GENERAL APPROACH.....	6
3.2 OPPORTUNITY IDENTIFICATION AND CLASSIFICATION.....	6
3.3 QUANTIFIED OPPORTUNITY ALIGNMENT CRITERIA	7
3.4 QUALIFIED OPPORTUNITY ALIGNMENT CRITERIA	10
4.0 QUANTIFIED OPPORTUNITIES.....	11
4.1 EXPLANATION OF OPPORTUNITIES.....	11
4.2 ALIGNMENT FACT SHEETS.....	15
4.2.1 Referral Filing.....	15
4.2.2 Prosecutor Case Filing	16
4.2.3 Jail Intake and Booking Handoff.....	17
4.2.4 Jail Classification	18
4.2.5 District Court Case Receipt	19
4.2.6 Court Calendaring	20
4.2.7 Public Inquiry Response	21
4.2.8 Criminal History Research	22
4.2.9 Case Results Record Management.....	23
4.2.10 Jail Disposition Management	24
4.3 QUANTIFIED OPPORTUNITIES ALIGNMENT AND BENEFIT MATRIX	25
5.0 QUALIFIED OPPORTUNITIES.....	26
5.1 OPPORTUNITY CLASSIFICATION.....	26
5.2 EXPLANATION OF OPPORTUNITIES.....	26
5.3 QUALIFIED OPPORTUNITIES ALIGNMENT AND BENEFIT MATRIX.....	29
5.4 CASE MANAGEMENT PARADIGM SHIFT	30
6.0 PROJECT ASSESSMENT, ANALYSIS SOURCES, AND OTHER CONTRIBUTING ASSUMPTIONS.....	31
6.1 ASSESSMENT PHASE REQUIREMENTS	31
6.1.1 Assessment Recommendations	31
6.1.2 Other Assessment Findings.....	31
6.2 COLLECTIVE BUSINESS PRIORITIES.....	32
6.2.1 Specific business goals and mission statements.....	32
6.2.2 Current King County Operational Environment.....	32
7.0 WORKFLOW GRAPHIC MODELS	34
7.1 HIGH-LEVEL LSJ WORKFLOW MODEL.....	34
7.2 HIGH-LEVEL WORKFLOW WITH INTERFACES	35
7.3 HIGH-LEVEL WORKFLOW WITH QUANTIFIED OPPORTUNITIES	36
7.4 HIGH-LEVEL WORKFLOW WITH ALL OPPORTUNITIES	37
7.5 DETAILED LSJ WORKFLOW.....	38
7.6 DETAILED WORKFLOW WITH OPPORTUNITIES	40

APPENDIX 1: GRAPHICS KEY	42
APPENDIX 2: BUREAU OF JUSTICE CRIMINAL JUSTICE SEQUENCE.....	43
APPENDIX 3: GLOSSARY.....	44

Figures and Tables

Table 1: Quantified Opportunity Analysis Matrix	25
Table 2: Qualified Opportunity Analysis Matrix	29
Figure 1: Current Business Process Workflow (high level).....	34
Figure 2: High Level Business Process Workflow with Interfaces.....	35
Figure 3: Current Business Process Workflow with Quantified Opportunities	36
Figure 4: Current Business Process Workflow with Quantified and Qualified Opportunities.....	37
Figure 5: Detailed Workflow (investigation, arrest and booking, charging, and filing)	38
Figure 6: Detailed Workflow (arraignment, adjudication, sentencing, and detention)	39
Figure 7: Workflow with Opportunities (investigation, arrest and booking, charging, and filing).....	40
Figure 8: Workflow with Opportunities (arraignment, adjudication, sentencing, and detention).....	41

1.0 INTRODUCTION

1.1 PROJECT OBJECTIVES

Members of the King County Law, Safety and Justice (LSJ) community believe that it is in the interest of public safety to make relevant information available to decision makers and law enforcement officers in a timely, efficient, and accurate manner. Additionally, the LSJ agencies wish to share information with external agencies, including municipal, state, and federal law enforcement officials, in accordance with several ordinances and laws, and wish to manage and control costs associated with the processing and administration of criminal justice cases.

The objective for the LSJ integration project is to identify, develop, and implement both operational and technical solutions that will improve the activities of the Law, Safety, and Justice agencies within King County. Integration is expected and will occur on at least three different operational levels:

1. Point-to-point data sharing between IT systems.
2. Operational integration or collaboration between IT systems.
3. Consolidation of manual activities (intra- and inter-agency), which may or may not require support from IT systems.

The objective of the Strategic Planning Stage of this project is to develop a comprehensive strategy or vision for achieving LSJ integration, and create the necessary business plan, operational recommendations, and an initial implementation plan for achieving the strategy.

1.2 PURPOSE OF DOCUMENT

The purpose of this document is to present specific business opportunities for consideration as the business drivers for the LSJ integration project. This Business Opportunities Analysis Report is the formal project deliverable for the Analysis Phase of the LSJ Integration Project, Strategic Planning Stage. The following tasks have contributed to the contents of this document:

- Analysis and direct observation of various activities within the operational areas of the LSJ agencies
- Cross-agency participation in a task force that performed a team analysis of operational opportunities
- Initial analysis of technical alternatives that may contribute to defining business opportunities

2.0 EXECUTIVE SUMMARY

2.1 ANALYSIS METHODOLOGY

The goal of the Analysis Phase is to identify business opportunities that could be used to substantiate and justify the costs and efforts of integrating the LSJ technical environment. To identify these opportunities, the Office of Information Resource Management (OIRM) conducted surveys, reviewed business plans and strategy documents, convened cross-agency meetings, and directly observed specific operations, with special attention to activities involving the handoff of information from one organization to another.

From these exercises, several opportunities were identified and aligned against a workflow model. The opportunities were then classified as “Quantified” or “Qualified” opportunities, based on the extent to which they would improve or streamline existing operations.

2.2 QUANTIFIED BUSINESS OPPORTUNITIES

Based on the criteria and definitions, the analysis yielded 10 quantified opportunities (or groups of opportunities). In approximate workflow order, those opportunities are as follows:

1. Referral Filing – When the King County Sheriff or other law enforcement agency decides to refer a case to the King County Prosecutor, the law enforcement agency generates a minimum of four paper-based reports from their electronic investigation management system. The Prosecutor’s Office spends approximately 500 hours per week organizing the paper documents, re-entering the data in PROMIS, confirming the information in multiple systems, and generating additional paper documents for referral to a deputy prosecuting attorney.
 - Assessment Alignment Score: High (15 of 16)
 - Business Alignment Score: High (2 of 2)
2. Prosecutor Case Filing – When a deputy prosecuting attorney makes a decision to file, various clerical staff re-key information to create new paper-based documents and conduct a “discovery” effort. This effort requires in excess of 150 hours per week by prosecutor staff to manually generate the warrant and charge documents.
 - Assessment Alignment Score: Medium (13 of 16)
 - Business Alignment Score: High (2 of 2)
3. Jail Intake and Booking Handoff – When the King County Sheriff or other law enforcement agency detains or arrests a suspect, they deliver the suspect to the King County Jail. At the time of handoff, they provide at least two documents, including the “Superform.” In the case of the Sheriff, the Superform is generated by infrared transmission from a laptop database to a printer. The jail

Section 2: Executive Summary

booking officer re-enters the information into SIP, and then may re-enter more information after subsequent interviews. In total, the jail spends approximately 3,060 hours per week in booking inmates.

- Assessment Alignment Score: Medium (12 of 16)
 - Business Alignment Score: Medium (1 of 2)
4. Jail Classification – Inmates held in the jail are classified for the purpose of cell assignment. This classification requires research into the inmate’s history – both criminal and behavioral history, inside and outside King County. This requires inquiry into as many as 12 separate applications. The effort of simply researching and noting the data contained in these applications requires 15-20 minutes, prior to interviewing the inmate and making a classification assignment. In total, the jail spends approximately 240 hours per week in classifying inmates.
 - Assessment Alignment Score: Low (9 of 16)
 - Business Alignment Score: Low (0 of 2)
 5. District Court Case Receipt – The District Court case intake process originates from both the prosecutor and from law enforcement agencies. The case filing is paper-based, and requires the re-entry of data into applicable court systems. District Court spends approximately 350 hours per week performing this data entry function.
 - Assessment Alignment Score: High (15 of 16)
 - Business Alignment Score: Medium (1 of 2)
 6. Court Calendaring – Various agencies maintain various calendars based on the stage of a criminal court proceeding. Usually, these calendars are established by entering data into one application, generating nightly reports and distributing those reports to other agencies, and those agencies re-entering the information into other applications. Disposition resulting from the calendared events – and changes to the calendars – are noted by hand on paper, distributed in hard copy, and keyed into other applications.
 - Assessment Alignment Score: High (14 of 16)
 - Business Alignment Score: High (2 of 2)
 7. Public Inquiry Response – The general public makes inquiries about criminal proceedings, especially regarding the confirmation of scheduled events. These inquiries may come into the Prosecutor’s Office, Superior Court, District Court, or DJA. Responding to these inquiries requires a minimum of 240 hours per week.
 - Assessment Alignment Score: Low (10 of 16)
 - Business Alignment Score: Medium (1 of 2)
 8. Criminal History Research – Criminal history is researched in some manner at least three different times during the LSJ workflow. After a guilty verdict, the

Section 2: Executive Summary

Prosecutor queries up to eight different applications to calculate a sentence recommendation. This effort requires approximately 160 hours per week.

- Assessment Alignment Score: Medium (11 of 16)
 - Business Alignment Score: Medium (1 of 2)
9. Case Results Record Management – At the conclusion of a case, the disposition is entered into various applications by three different agencies – DJA, DAJD, and the Prosecutor. Each agency requires approximately 160 hours per week for updating case disposition, or a total of 480 hours per week.
- Assessment Alignment Score: Medium (12 of 16)
 - Business Alignment Score: Medium (1 of 2)
10. Jail Disposition Management – If an inmate is found guilty of a crime and sentenced to time within the King County Jail, the jail reclassifies the inmate and determines their qualifications for various programs including community service. This reclassification involves re-entering information, and queries into multiple applications. The analysis effort requires approximately 240 hours per week.
- Assessment Alignment Score: Medium (13 of 16)
 - Business Alignment Score: Medium (1 of 2)

2.3 QUALIFIED BUSINESS OPPORTUNITIES

Qualified opportunities are not subordinate, inferior, or of less importance than the quantified opportunities. However, the eventual LSJ integration implementation project will involve a capital investment involving IT infrastructure, initiated during a time of shrinking county revenue. Such programs are not typically justified based on intangible benefits associated with new or expanded services. Therefore, while these opportunities are important, they are not likely to be used as part of a cost/benefit justification for the project.

In approximately workflow order, the qualified opportunities are as follows:

- Public Safety information portal
- Consolidated law enforcement investigation information
- Consolidated live criminal history/background
- Updated investigation referral status
- Improved inmate status reporting
- Support of Prosecutor's paperless case file initiative
- Support of paperless filing work improvements
- Ability for court to place/quash warrants
- Improved court status reporting
- Consolidated inmate management
- Coordinated information for health services
- Import/export of state correctional data

2.4 PROJECT ASSESSMENT AND OTHER CONTRIBUTING ASSUMPTIONS

Various component of the Assessment Phase of the LSJ Integration Project – as documented in the Assessment Report – were inputs to and requirements for the Analysis Phase of the project. Specifically, the 10 recommendations from the Assessment Report were considered in performing the analysis and determining valid integration opportunities. In addition to the 10 recommendations, the Assessment Report documents other findings that are critical to success in an integrated justice environment. Some of the assessment effort resulted in observations about the operational goals, objectives, and environment within King County that were reported as statements of fact.

As applicable, the recommendations and other items from the Assessment Report were treated as requirements for the Analysis Phase.

Several LSJ agencies have identified business goals and objectives that can only be accomplished by integrating systems and sharing data between agencies. Some of these business objectives are stated in the various 2002 business plans, while others were discovered during interviews and surveys conducted during the Assessment Phase. These objectives were considered as potential business opportunities and analyzed as part of the project.

Finally, in a letter dated February 19, 2002, from County Executive Ron Sims to Council Chair Cynthia Sullivan and distributed via e-mail to all county employees, Mr. Sims specifically addressed the challenges of King County's justice operations. Based on the letter, it is clear that the LSJ community must identify methods by which functions can be maintained and performed with less money.

3.0 ANALYSIS METHODOLOGY

3.1 GENERAL APPROACH

The goal of the Analysis Phase is to identify business opportunities that could be used to substantiate the goals – and justify the costs and efforts – of integrating the LSJ technical environment. To identify these opportunities, the Office of Information Resource Management (OIRM) performed the following:

- Conducted a survey of LSJ agencies related to issues and challenges associated with how technology supports operations.
- Reviewed business plans and strategy documents of the LSJ agencies to identify relevant business goals and objectives.
- Convened a small task force to brainstorm regarding operational opportunities, how integrated technology could help fulfill those opportunities, and how existing county systems may or may not already meet the challenges.
- Directly observed specific operations, with special attention to activities involving the handoff of information from one organization to another.

3.2 OPPORTUNITY IDENTIFICATION AND CLASSIFICATION

From these exercises, **38 individual operational opportunities** were identified. These opportunities were aligned against a workflow model, and in some cases logically grouped based upon either complimentary goals or congruencies in the actual performance of their underlying operations. This resulted in 22 consolidated opportunities. The opportunities were then classified as “Quantified” or “Qualified” opportunities, based on the following definitions:

- Quantified opportunities are those that would alter and streamline an existing operation by achieving the most basic definition LSJ Integration Project – the electronic sharing of information by two or more distinct justice entities. Quantified opportunities have a known source of tangible payback that would result from the change, and directly align with the project recommendations from the Assessment Report.
- Qualified opportunities are those that represent a potential for creating new services, improving public safety capabilities, or enhancing capabilities. These opportunities align to the goals and recommendations of the project, but may entail broader concepts than straight data sharing. While funding sources may exist – and the intangible business benefits of such opportunities are clear – current analysis has not yet identified monetary benefits associated with such opportunities.

3.3 QUANTIFIED OPPORTUNITY ALIGNMENT CRITERIA

The 10 quantified opportunities were analyzed using an alignment and classification technique. They were first aligned against 10 analysis criteria directly related to recommendations outlined in the Assessment Report for this project (items 1-6), and items associated with other concepts discussed in the Assessment Report (items 7-10):

1. Near/Short/Long-term strategy alignment – The opportunity must be able to align to one of the strategy alternatives proposed as Recommendation #2 in the Assessment Report. Opportunities receive a point if any of the following statements are considered true:
 - The opportunity relates to the near-term strategy of improving data capture at the point of the handoff point between law enforcement and either the Prosecutor or District Court.
 - The opportunity relates to managed data sharing and exchange as supported by a typical “hub-and-spoke” integration solution, which may include EAI, messaging, or data warehousing techniques.
 - The opportunity relates to the long-term strategy of creating integrated capabilities that still support the ability to later analyze and potentially replace the existing legacy applications.
2. Near-term tactical alignment – Only if applicable, opportunities that support Recommendation #3 from the Assessment Report may be used to justify near-term projects. Opportunities therefore receive an additional point if they relate to the near-term recommendation of improving data capture at the point of the handoff point between law enforcement and either the Prosecutor or District Court.
3. Integration model alignment – While the Analysis Phase of the project did not evaluate technical options, the opportunity must be capable of aligning to a combination “hub-and-spoke” integration model proposed as Recommendation #4 in the Assessment Report. Opportunities therefore receive an additional point if they relate to managed data sharing and exchange as supported by a typical “hub-and-spoke” integration solution, which may include EAI, messaging, or data warehousing techniques.
4. Application independence alignment – The opportunity must support the ability to maintain application independence, particularly for efforts crossing agency operational boundaries, as stated in Recommendation #5 of the Assessment Report. Opportunities receive a point if the likely integration method does not require a consolidation of systems, thereby allowing agencies to continue to manage and operate their own business systems.

Section 3: Analysis Methodology

5. Data/integration standards alignment – The opportunity must be capable of supporting standard models for data management and data exchanges, as stated in Recommendation #6 of the Assessment Report. Opportunities receive a point if the underlying data model for the exchange is a standard type of criminal justice activity that involves standard data within the industry definitions currently under analysis by the state of Washington.
6. Integration best practices alignment – Again, while the Analysis Phase of the project did not evaluate technical options, the opportunity must be able to comply with the integration best practice models outlined in Recommendation #7 of the Assessment Report. Specifically for the purpose of this analysis, the opportunities were aligned against the “foundation principles of integration.” Opportunities receive one point for every aspect of the foundation principles the integration model supports. Those principles are:
 - Data should be captured at the originating point rather than trying to reconstruct it down line or have others capture it.
 - Data should be captured once and used many times, leveraging existing resources and improving data quality.
 - The integrated system should be driven by the operational activities of participating agencies, not separate.
 - General functional capabilities of the overall solution should be constructed as global capabilities to allow for ease of change without impact to underlying systems (for example, additional automatic reporting can easily be implemented as additional requirements are identified)
7. Integration definition alignment – The opportunity must align to and support justice industry definitions of integration as described in Section 3.1 of the Assessment Report. Opportunities receive one point for every aspect of the industry definition for integrated justice that they support. The key aspects of that definition are that justice integration should:
 - Eliminate duplicate data entry,
 - Access information not previously available, and/or
 - Share information in an improved and timely manner.
8. Data sharing business driver alignment – During the Assessment Phase, the sharing of data was unanimously identified by all agencies as the primary short-term business driver for justifying LSJ integration. Some of the opportunities may align to the data sharing objectives discussed in Section 7.1 of the Assessment Report. Opportunities receive a point if the integration scenario directly relates to interagency data sharing.

Section 3: Analysis Methodology

9. Case management business driver alignment – During the Assessment Phase, improvement to criminal case management was identified as the primary long-term challenge of LSJ community. Some of the opportunities may align to the case management objectives discussed in Section 7.2 of the Assessment Report. Opportunities receive a point if the integration scenario directly relates to improved case management.
10. Vertical or horizontal integration alignment – All integration opportunities align to either a horizontal (within King County) or vertical (King County to a municipal or state system) integration flow as discussed in Section 3.4 of the Assessment Report. Opportunities receive one point for involving either horizontal or vertical integration scenarios.

Since some of the criteria have multiple parts, the maximum alignment score for an opportunity is 16. Scores are classified as follows:

- 14-16 – High alignment
- 11-13 – Medium alignment
- 8-10 – Low alignment
- Less than 8 – Inadequate alignment

In addition, the quantified opportunities were compared to the current business goals of the agency that would be the benefactor of the change. For this comparison, the operational changes resulting from the opportunity were compared to two sources:

- Comments and responses provided by representatives of the agency to the LSJ Integration Evaluation Questionnaires distributed in November 2001.
- Documented goals and objectives outlined in the 2002 business plans for the agencies.

If the opportunity aligns to goals outlined in both of these documents, it was considered to have a high degree of business alignment, while aligning to only one document was classified as a medium degree of business alignment, and not aligning to any aspect of either document was scored as a low degree of business alignment.

Finally, the potential benefits of the quantified opportunities were captured and reported as the current number of hours spent in performing those functions. The potential percent of the function that could be eliminated to reduced as a result of integration, and the actually salary figures associated with the function, will be determined and validated at a later time.

3.4 QUALIFIED OPPORTUNITY ALIGNMENT CRITERIA

The 12 qualified opportunities were aligned against the same 10 assessment criteria, and the same business alignment standards. Since these opportunities represent new capabilities and function, there are no hours associated with the current performance of the operation.

4.0 QUANTIFIED OPPORTUNITIES

Quantified opportunities are those that would alter and streamline an existing operation by achieving the most basic definition LSJ Integration Project – the electronic sharing of information by two or more distinct justice entities. Quantified opportunities have a known source of tangible payback that would result from the change, and directly align with the project recommendations from the Assessment Report. Based on the stated criteria and definitions, the analysis yielded 10 quantified opportunities (or groups of opportunities).

4.1 EXPLANATION OF OPPORTUNITIES

Opportunity #1, Referral Filing: When the King County Sheriff or other law enforcement agency decides to refer a case to the King County Prosecutor, the law enforcement agency generates a minimum of four paper-based reports from their electronic investigation management system. The Prosecutor's Office spends approximately 500 hours per week organizing the paper documents, re-entering the data in PROMIS, confirming the information in multiple systems, and generating additional paper documents for referral to a deputy prosecuting attorney.

Integration would result in the electronic sharing the data already collected by the law enforcement agency with the Prosecutor's Office. This would most likely entail an exchange of data from the law enforcement investigation databases to the Prosecutor's application, with the data transactions managed by a central exchange broker. Based on transfer standard, the data could be transmitted from any investigation system used by the Sheriff or municipal police.

Opportunity #2, Prosecutor Case Filing: When a deputy prosecuting attorney makes a decision to file, various clerical staff re-key information to create new paper-based documents and conduct a "discovery" effort. This effort requires in excess of 150 hours per week by prosecutor staff to manually generate the warrant and charge documents.

The integration opportunity would involve the continued propagation of the original data about the case, and the automated generation of the required filing. Through the use of either a commercial product or internal development, data about a case could be matched against business rules related to a case filing, and the required documents generated automatically, without any word processing effort.

Opportunity #3, Jail Intake and Booking Handoff: When the King County Sheriff or other law enforcement agency detains or arrests a suspect, they deliver the suspect to the King County Jail. At the time of handoff, they provide at least two documents, including the "Superform." In the case of the Sheriff, the Superform is generated by infrared transmission from a laptop database to a printer. The jail booking officer re-enters the information into SIP, and then may re-enter more information after interviewing the suspect. In total, the jail spends approximately 3,060 hours per week in booking inmates.

Section 4: Quantified Opportunities

Integration would result in the electronic sharing the data already collected by the law enforcement agency with the Jail. This would most likely entail an exchange of data from the law enforcement investigation databases to the Jail's applications, with the data transactions managed by a central exchange broker. Based on transfer standard, the data could be transmitted from any investigation system used by the Sheriff or municipal police. Additionally, by supporting a central data management infrastructure, capabilities related to data validation could be improved by extending the functional capabilities of the existing systems.

Opportunity #4, Jail Classification: Inmates held in the jail are classified for the purpose of cell assignment. This classification requires research into the inmate's history – both criminal and behavioral history, inside and outside King County. This requires inquiry into as many as 12 separate applications. The effort of simply researching and noting the data contained in these applications requires 15-20 minutes, prior to interviewing the inmate and making a classification assignment. In total, the jail spends approximately 240 hours per week in classifying inmates.

The integration opportunity would involve the consolidation of data from multiple sources into a single query, in order to expedite research and improve the ability of a classification officer to obtain full historical information about an inmate. This would involve either a central integration broker running multiple queries against the various underlying applications as required, or a data warehouse/datamart model. In both cases, a new user interface would provide a single point of access to the required data.

Opportunity #5, District Court Case Receipt: The District Court case intake process originates from both the prosecutor and from law enforcement agencies. The case filing is paper-based, and requires the re-entry of data into applicable court systems. District Court spends approximately 350 hours per week performing this data entry function.

Integration would result in the electronic sharing the data already collected by the law enforcement agency with District Court. This would most likely entail an exchange of data from the law enforcement databases to the District Court's applications, with a potential to also require an intermediate step involving the Prosecutor when applicable. A central exchange broker would manage the data transactions. Based on transfer standards, the data could be transmitted from the Sheriff's IRIS application, and from any investigation system used by municipal police. The resulting operation would reduce the need for clerks to re-enter data based on paper transmittals, and would also provide some initial support for electronic filing of cases.

Opportunity #6, Court Calendaring: Various agencies maintain various calendars based on the stage of a criminal court proceeding. Usually, these calendars are established by entering data into one application, generating nightly reports and distributing those reports to other agencies, and those agencies re-entering the information into other applications. Disposition resulting from the

Section 4: Quantified Opportunities

calendared events – and changes to the calendars – are noted by hand on paper, distributed in hard copy, and keyed into other applications. The Department of Judicial Administration (DJA) currently spends 1,200 hours per week docketing case information, which includes calendar events, while other agencies spend time manually reconciling and managing calendars.

An integrated infrastructure would support the ability to establish a single point of calendar control across all agencies. Any agency could initiate a calendar event, and simultaneously enter the event in the calendar systems of the other agencies – it would not be necessary to distribute paper reports and re-enter the events. New capabilities could be added to move or change events, and electronically enter details about events for docketing purposes.

Opportunity #7, Public Inquiry Response: The general public makes inquiries about criminal proceedings, especially regarding the confirmation of scheduled events. These inquiries may come into the Prosecutor's Office, Superior Court, District Court, or DJA. Responding to these inquiries requires a minimum of 240 hours per week.

The LSJ integration model would provide a central data source that could be extended to the public for general inquiry. Any and all case information that is captured electronically could be made available as is allowed by law.

Opportunity #8, Criminal History Research: Criminal history is researched in some manner at least three different times during the LSJ workflow. After a guilty verdict, the Prosecutor queries up to eight different applications to calculate a sentence recommendation. This effort requires approximately 160 hours per week.

The integration opportunity would involve the consolidation of data from multiple sources into a single query, in order to expedite criminal history research and improve the ability of the Prosecutor to obtain full historical information about an inmate. This would involve either a central integration broker running multiple queries against the various underlying applications as required, or a data warehouse/datamart model. In both cases, a new user interface would provide a single point of access to the required data. In addition, this effort could extend to the current scoring report functions of JESSE, extending the capabilities of that system.

Opportunity #9, Case Results Record Management: At the conclusion of a case, the disposition is entered into various applications by three different agencies – DJA, DAJD, and the Prosecutor. Each agency requires approximately 160 hours per week for updating case disposition, or a total of 480 hours per week.

The LSJ integration model would support a single point-of-entry model for inputting case data. Information about a case can be entered by any one agency, and automatically updated to other agencies' applications based on business rules managed by a central integration hub.

Section 4: Quantified Opportunities

Opportunity #10, Jail Disposition Management: If an inmate is found guilty of a crime and sentenced to time within the King County Jail, the jail reclassifies the inmate and determines their qualifications for various programs including community service. This reclassification involves re-entering information, and queries into multiple applications. The analysis effort requires approximately 240 hours per week.

The integration opportunity would involve the consolidation of data from multiple sources into a single query, in order to expedite research and improve the ability of a classification officer to obtain full historical information about an inmate. This would involve either a central integration broker running multiple queries against the various underlying applications as required, or a data warehouse/datamart model. In both cases, a new user interface would provide a single point of access to the required data. This also could involve the automation of business rules associated with the analysis of inmate eligibility for various detention programs and options (such as work release or north end facility transfer).

Section 4: Quantified Opportunities

4.2 ALIGNMENT FACT SHEETS

4.2.1 Referral Filing

<u>Opportunity #1:</u>	REFERRAL FILING		
<u>Primary Benefactor:</u>	Prosecuting Attorney's Office	<u>Others Affected:</u>	King County Sheriff's Office
<u>Benefit Potential:</u>	500 hours/week	<u>Benefit Source:</u>	Data entry and data validation of information printed on Superform and Charge Referral Face Sheet
<u>Assessment Alignment Score:</u>	High (15 of 16)	<u>Business Alignment Score:</u>	High (2 of 2)
<u>Assessment Alignment</u>			
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to near-term strategy of improving data initiation points; Aligns to short-term strategy of potentially leveraging central integration infrastructure.	
2 – Supports near-term tactics?	Yes	3 – Aligns to potential integration model?	Yes
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes
6 – Aligns to integration best practice models?	Yes (4)	<u>Explanation:</u> Supports and re-enforces data capture at point of origination only; Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes	
7 – Aligns to justice integration definition?	Yes (2)	<u>Explanation:</u> Eliminates duplicate data entry; Shares information in an improved/timely manner	
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes
10 – Supports vertical or horizontal integration?	Yes V/H	<u>Explanation:</u> Supports integration between KC Sheriff and KC Prosecutor; Supports integration between municipal law enforcement and KC Prosecutor	
<u>Business Alignment</u>			
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to receive electronic information from law enforcement agencies; Stated requirement to streamline operations in order to manage budget.	
Aligns to 2002 Business Plan?	Yes	<u>Explanation:</u> Stated requirement to streamline operations in order to manage budget.	

Section 4: Quantified Opportunities

4.2.2 Prosecutor Case Filing

<u>Opportunity #2:</u>	PROSECUTOR CASE FILING			
<u>Primary Benefactor:</u>	Prosecuting Attorney’s Office	<u>Others Affected:</u>	Superior Court, District Court	
<u>Benefit Potential:</u>	150 hours/week	<u>Benefit Source:</u>	Data entry and creation of filing documents.	
<u>Assessment Alignment Score:</u>	Medium (13 of 16)	<u>Business Alignment Score:</u>	High (2 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.		
2 – Supports near-term tactics?	Yes	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (4)	<u>Explanation:</u> Supports and re-enforces data capture at point of origination only; Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (1)	<u>Explanation:</u> Eliminates duplicate data entry		
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes	
10 – Supports vertical or horizontal integration?	Yes H	<u>Explanation:</u> Supports integration between KC Prosecutor and Superior Court, District Court, and defense council		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to analyze and implement a paperless case management file.		
Aligns to 2002 Business Plan?	Yes	<u>Explanation:</u> Stated desire to analyze and implement a paperless case management file.		

Section 4: Quantified Opportunities

4.2.3 Jail Intake and Booking Handoff

<u>Opportunity #3:</u>	JAIL INTAKE AND BOOKING HANDOFF			
<u>Primary Benefactor:</u>	Adult and Juvenile Detention	<u>Others Affected:</u>	King County Sheriff's Office	
<u>Benefit Potential:</u>	3,060 hours/week	<u>Benefit Source:</u>	Processing of information related to the intake and booking of inmates.	
<u>Assessment Alignment Score:</u>	Medium (12 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.		
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (4)	<u>Explanation:</u> Supports and re-enforces data capture at point of origination only; Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (1)	<u>Explanation:</u> Eliminates duplicate data entry		
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	No	
10 – Supports vertical or horizontal integration?	Yes V/H	<u>Explanation:</u> Supports integration between KC Sheriff and Jail; Supports integration between municipal law enforcement and Jail		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to receive electronic information from law enforcement agencies and reduce redundant validation and verification of information.		
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>		

Section 4: Quantified Opportunities

4.2.4 Jail Classification

<u>Opportunity #4:</u>	JAIL CLASSIFICATION		
<u>Primary Benefactor:</u>	Adult and Juvenile Detention	<u>Others Affected:</u>	None
<u>Benefit Potential:</u>	Estimated 240 hours/week	<u>Benefit Source:</u>	Research against more than a dozen sources for criminal and behavioral history
<u>Assessment Alignment Score:</u>	Low (9 of 16)	<u>Business Alignment Score:</u>	Low (0 of 2)
<u>Assessment Alignment</u>			
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure; Aligns to long-term strategy of facilitating potential replacement of core applications.	
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes
6 – Aligns to integration best practice models?	Yes (2)	<u>Explanation:</u> Supports existing business operations; Capabilities can be extended for other purposes	
7 – Aligns to justice integration definition?	Yes (1)	<u>Explanation:</u> Shares information in an improved/timely manner	
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	No
10 – Supports vertical or horizontal integration?	Yes V	<u>Explanation:</u> Supports integration between state and federal detention records and the KC Jail	
<u>Business Alignment</u>			
Aligns to 2001 Business Survey?	No	<u>Explanation:</u>	
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>	

Section 4: Quantified Opportunities

4.2.5 District Court Case Receipt

<u>Opportunity #5:</u>	DISTRICT COURT CASE RECEIPT		
<u>Primary Benefactor:</u>	District Court	<u>Others Affected:</u>	King County Sheriff's Office
<u>Benefit Potential:</u>	350 hours/week	<u>Benefit Source:</u>	Data entry and data validation of information submitted on paper from law enforcement agencies.
<u>Assessment Alignment Score:</u>	High (15 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)
<u>Assessment Alignment</u>			
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to near-term strategy of improving data initiation points; Aligns to short-term strategy of potentially leveraging central integration infrastructure.	
2 – Supports near-term tactics?	Yes	3 – Aligns to potential integration model?	Yes
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes
6 – Aligns to integration best practice models?	Yes (4)	<u>Explanation:</u> Supports and re-enforces data capture at point of origination only; Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes	
7 – Aligns to justice integration definition?	Yes (2)	<u>Explanation:</u> Eliminates duplicate data entry; Shares information in an improved/timely manner	
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes
10 – Supports vertical or horizontal integration?	Yes V/H	<u>Explanation:</u> Supports integration between KC Sheriff and District Court; Supports integration between municipal law enforcement and District Court	
<u>Business Alignment</u>			
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to receive electronic information from law enforcement agencies.	
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>	

Section 4: Quantified Opportunities

4.2.6 Court Calendaring

<u>Opportunity #6:</u>	COURT CALENDARING			
<u>Primary Benefactor:</u>	Various	<u>Others Affected:</u>	Prosecutor, DJA, DAJD, Superior Court, District Court, Sheriff	
<u>Benefit Potential:</u>	Unknown	<u>Benefit Source:</u>	Eliminated multiple data entry of calendars; Improved accuracy rate for inmate court appearances	
<u>Assessment Alignment Score:</u>	High (14 of 16)	<u>Business Alignment Score:</u>	High (2 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.		
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (4)	<u>Explanation:</u> Supports and re-enforces data capture at point of origination only; Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (3)	<u>Explanation:</u> Eliminates duplicate data entry; Creates access to new information sources; Shares information in an improved/timely manner		
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes	
10 – Supports vertical or horizontal integration?	Yes H	<u>Explanation:</u> Supports integration between multiple King County agencies, depending on court function and point of origin		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire from multiple sources to improve the court calendaring function.		
Aligns to 2002 Business Plan?	Yes	<u>Explanation:</u> Stated requirement by DJA to cooperatively improve court management functions.		

Section 4: Quantified Opportunities

4.2.7 Public Inquiry Response

<u>Opportunity #7:</u>	PUBLIC INQUIRY RESPONSE			
<u>Primary Benefactor:</u>	Various	<u>Others Affected:</u>	Prosecutor, DJA, Superior Court, District Court	
<u>Benefit Potential:</u>	240 hours/week	<u>Benefit Source:</u>	Receiving and responding to public inquiries for case information	
<u>Assessment Alignment Score:</u>	Low (10 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.		
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (2)	<u>Explanation:</u> Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (2)	<u>Explanation:</u> Creates access to new information sources; Shares information in an improved/timely manner		
8 – Aligns to data sharing business driver?	No	9 – Aligns to improved case management business driver?	Yes	
10 – Supports vertical or horizontal integration?	Yes H	<u>Explanation:</u> Supports integration between multiple King County agencies for providing a common service		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	No	<u>Explanation:</u>		
Aligns to 2002 Business Plan?	Yes	<u>Explanation:</u> Stated requirement by Superior Court to improve services delivered to the public.		

Section 4: Quantified Opportunities

4.2.8 Criminal History Research

<u>Opportunity #8:</u>	CRIMINAL HISTORY RESEARCH		
<u>Primary Benefactor:</u>	King County Prosecutor	<u>Others Affected:</u>	Superior Court
<u>Benefit Potential:</u>	160 hours/week	<u>Benefit Source:</u>	Research and documentation of criminal history for sentence calculation and determination
<u>Assessment Alignment Score:</u>	Medium (11 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)
<u>Assessment Alignment</u>			
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.	
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes
6 – Aligns to integration best practice models?	Yes (2)	<u>Explanation:</u> Supports existing business operations; Capabilities can be extended for other purposes	
7 – Aligns to justice integration definition?	Yes (2)	<u>Explanation:</u> Creates access to new information sources; Shares information in an improved/timely manner	
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes
10 – Supports vertical or horizontal integration?	Yes V	<u>Explanation:</u> Provides consolidated access to information between King County, state, and federal sources.	
<u>Business Alignment</u>			
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to improve criminal history research function.	
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>	

Section 4: Quantified Opportunities

4.2.9 Case Results Record Management

<u>Opportunity #9:</u>	CASE RESULTS RECORD MANAGEMENT			
<u>Primary Benefactor:</u>	Various	<u>Others Affected:</u>	Prosecutor, DJA, DAJD, Superior Court, District Court	
<u>Benefit Potential:</u>	480 hours/week	<u>Benefit Source:</u>	Data entry for multiple agencies all updating case information into various systems	
<u>Assessment Alignment Score:</u>	Medium (12 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure.		
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (3)	<u>Explanation:</u> Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (2)	<u>Explanation:</u> Eliminates duplicate data entry; Shares information in an improved/timely manner		
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	Yes	
10 – Supports vertical or horizontal integration?	Yes H	<u>Explanation:</u> Supports integration between multiple King County agencies, depending on court function and point of origin		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire from multiple sources to improve the method by which case information is captured and updated.		
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>		

Section 4: Quantified Opportunities

4.2.10 Jail Disposition Management

<u>Opportunity #10:</u>	JAIL DISPOSITION MANAGEMENT			
<u>Primary Benefactor:</u>	Adult and Juvenile Detention	<u>Others Affected:</u>	None	
<u>Benefit Potential:</u>	240 hours/week	<u>Benefit Source:</u>	Data access and analysis regarding inmate program eligibility and other management issues	
<u>Assessment Alignment Score:</u>	Medium (13 of 16)	<u>Business Alignment Score:</u>	Medium (1 of 2)	
<u>Assessment Alignment</u>				
1 – Aligns to Near/Short/Long term strategy?	Yes	<u>Explanation:</u> Aligns to short-term strategy of potentially leveraging central integration infrastructure; Aligns to long-term strategy of facilitating potential replacement of core applications.		
2 – Supports near-term tactics?	No	3 – Aligns to potential integration model?	Yes	
4 – Aligns to application independence requirement?	Yes	5 – Aligns to data standards recommendation?	Yes	
6 – Aligns to integration best practice models?	Yes (3)	<u>Explanation:</u> Eliminates redundant data entry; Supports existing business operations; Capabilities can be extended for other purposes		
7 – Aligns to justice integration definition?	Yes (3)	<u>Explanation:</u> Eliminates duplicate data entry; Creates access to new information sources; Shares information in an improved/timely manner		
8 – Aligns to data sharing business driver?	Yes	9 – Aligns to improved case management business driver?	No	
10 – Supports vertical or horizontal integration?	Yes V/H	<u>Explanation:</u> Supports integration between multiple King County agencies, depending on function; Supports integration between county and state for general inmate management and information sharing		
<u>Business Alignment</u>				
Aligns to 2001 Business Survey?	Yes	<u>Explanation:</u> Stated desire to improve information management regarding ancillary inmate management issues (e.g., health management, diet management, etc.).		
Aligns to 2002 Business Plan?	No	<u>Explanation:</u>		

Section 4: Quantified Opportunities

4.3 QUANTIFIED OPPORTUNITIES ALIGNMENT AND BENEFIT MATRIX

Quantified Opportunity Analysis Matrix

	1	2	3	4	5	6				7			8	9	10		B		Task
Opportunities:						CO	C1	EO	GC	E	A	T			V	H	S	P	Hrs/Week
1 - Referral Filing	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	500
2 - Prosecutor Case Filing	X	X	X	X	X	X	X	X	X	X			X	X		X	X	X	150
3 - Jail Intake and Booking	X		X	X	X	X	X	X	X	X			X		X	X	X		3,060
4 - Jail Classification	X		X	X	X			X	X			X	X		X				240
5 - District Court Processing	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X		350
6 - Court Calendaring	X		X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	Unk
7 - Public Inquiry Response	X		X	X	X			X	X		X	X		X		X		X	240
8 - Criminal History Research	X		X	X	X			X	X		X	X	X	X	X		X		160
9 - Case Results Update	X		X	X	X		X	X	X	X		X	X	X		X	X		480
10 - Jail Disposition Mgmt	X		X	X	X		X	X	X	X	X	X	X		X	X	X		240
																			5,420

Attributes:

- 1 - Near/Short/Long-term strategy alignment (assessment recommendation 2)
- 2 - Near-term tactical alignment (assessment recommendation 3)
- 3 - Integration model alignment (assessment recommendation 4)
- 4 - Application independence alignment (assessment recommendation 5)
- 5 - Data/integration standards alignment (assessment recommendation 6)
- 6 - Integration best practices alignment (assessment recommendation 7)
 - Capture data at origination; Capture data once; Exchange supports ops; Global capabilities
- 7 - Integration definition alignment (assessment section 3.1)
 - Eliminate duplicate entry; Access new data; Timely sharing
- 8 - Data sharing business driver alignment (assessment section 7.1)
- 9 - Case management business driver alignment (assessment section 7.2)
- 10 - Vertical or horizontal integration (assessment section 3.4)
- B - Business alignment
 - S - Alignment to LSJI questionnaire response; P - Alignment to 2002 business plan

Table 1: Quantified Opportunity Analysis Matrix

5.0 QUALIFIED OPPORTUNITIES

Qualified opportunities are those that represent a potential for creating new services, improving public safety capabilities, or enhancing capabilities. These opportunities align to the goals and recommendations of the project, but may entail broader concepts than straight data sharing. While funding sources may exist – and the intangible business benefits of such opportunities are clear – current analysis has not yet identified monetary benefits associated with such opportunities. However, by their nature qualified opportunities may provide the justification for grant funding.

Based on the groupings and alignment, there are 12 qualified opportunities identified.

5.1 OPPORTUNITY CLASSIFICATION

The 12 qualified opportunities were aligned against the same analysis criteria as the quantified opportunities (see Section 3.3). These opportunities were not quantified, due to the fact that they relate to operations that do not at this time exist, or represent new capabilities.

In general, qualified opportunities fall into three categories:

1. Opportunities that enhance a specific function, but for which a quantifiable benefit has not been identified (example – the ability for District Court to directly place warrants)
2. Opportunities that would represent a new potential function or service for the county (example – support of a portal to provide the public with Internet-based information about crime prevention)
3. Opportunities that are logical extensions of a quantified opportunity but are outside the scope of operation that provides the tangible benefit for justifying the quantified opportunity (example – extending the Case Filing opportunity so that not only does the Prosecutor avoid redundant data entry to create the filing documents, but the charging documents are filed electronically with the court)

5.2 EXPLANATION OF OPPORTUNITIES

Opportunity #1, Public Safety information portal: With the ability to integrate and consolidate justice information, it is possible to create new capabilities for making that information available to the public. This integrated information includes both police information related to crime, and prosecutor and court information related to specific criminal background or court activity.

- Assessment Alignment Score: Low (8 of 16)
- Business Alignment Score: Medium (1 of 2)

Section 5: Qualified Opportunities

Opportunity #2, Consolidated law enforcement investigation information: If the county assumes a position of a central point of aggregation for data, the county can leverage that information to support multi-jurisdictional investigations. This may entail hosting a data sharing infrastructure, or hosting and supporting common applications used by other municipal police agencies.

- Assessment Alignment Score: Medium (11 of 16)
- Business Alignment Score: High (2 of 2)

Opportunity #3, Consolidated live criminal history/background: Again, if the county assumes a position of a central point of aggregation for data, the county can leverage that data to compile improved information about criminal history. This involves the sharing of county data regarding criminal history in a manner that is useful in real time to the Sheriff's field officers, and the capture and sharing of new data resulting from electronic filing of cases from municipal law enforcement agencies for the same purpose.

- Assessment Alignment Score: Medium (12 of 16)
- Business Alignment Score: High (2 of 2)

Opportunity #4, Updated investigation referral status: Through the sharing of information regarding prosecutor case filing decisions and court proceedings, the Sheriff can have access to improved information regarding the investigation cases they refer. As a result, they can be informed about the status of suspects, and can discuss cases in a more informed manner with victims and the public.

- Assessment Alignment Score: High (15 of 16)
- Business Alignment Score: High (2 of 2)

Opportunity #5, Improved inmate status reporting: Present ad hoc reporting capabilities regarding inmates in the jail are limited due to the effort required to build new reports against the collection of legacy applications. By developing an integrated data management infrastructure, such reports could be built as queries against either a central data warehouse, or as single requests that initiate multiple transactions against multiple applications. This would improve the ability for users to access data for ad hoc decision support activities.

- Assessment Alignment Score: Low (8 of 16)
- Business Alignment Score: Low (0 of 2)

Opportunity #6, Support of Prosecutor's paperless case file initiative: The activities of the Prosecutor's office are currently paper intensive even after data is captured within the supporting applications. As a result, paper files are managed and maintained, decisions are documented both on paper and within systems, and it is not possible to obtain complete information about a case without reviewing both the online and paper documentation. Additionally, the effort of sharing discovery with defense counsel requires the creation of redundant paper-based files. The Prosecutor would like to move toward a paperless case file environment, which requires expanding the capabilities of the current case management applications.

Section 5: Qualified Opportunities

These expanded capabilities could be supported through various integration solutions by leveraging capabilities in multiple systems to support new operations.

- Assessment Alignment Score: Medium (11 of 16)
- Business Alignment Score: Medium (1 of 2)

Opportunity #7, Support of paperless filing work improvements: As an extension of the effort to improve the creation of charge filing documents, these same documents could also be filed electronically with the court. This would entail not only electronic sharing of data with the courts, but also work changes to support the receipt and analysis of computer-based filing documents.

- Assessment Alignment Score: Medium (12 of 16)
- Business Alignment Score: Medium (1 of 2)

Opportunity #8, Ability for court to place/quash warrants: Currently, District Court places and quashes warrants by generating warrant information and transmitting the paper-based documents to the state. This process could be expedited if the court has the ability to place a warrant by transmitting the applicable electronic information they already have to the state's systems.

- Assessment Alignment Score: Low (9 of 16)
- Business Alignment Score: Medium (1 of 2)

Opportunity #9, Improved court status reporting: Present ad hoc reporting capabilities regarding court status are limited due to the effort required to build new reports against the collection of legacy applications. By developing an integrated data management infrastructure, such reports could be built as queries against either a central data warehouse, or as single requests that initiate multiple transactions against multiple applications. This would improve the ability for users to access data for ad hoc decision support activities.

- Alignment Score: Low (9 of 16)
- Business Alignment Score: Low (0 of 2)

Opportunity #10, Consolidated inmate management: The jail currently manages detained inmates using multiple applications. It is possible, as a result of integration, to consolidate many activities into a single user interface or distributed application. The result would be an opportunity to reengineer the overall inmate management process to streamline operations without a dependency on modifying or replacing the underlying business systems.

- Assessment Alignment Score: Medium (11 of 16)
- Business Alignment Score: Low (0 of 2)

Opportunity #11, Coordinated information for health services: Health and Human Services provides medical care for inmates. Currently, there is no integration between the status of that care and changes to the jail population. If the jail could keep DHHS informed about inmate detention status, DHHS could provide better medical service to the inmates.

- Assessment Alignment Score: Low (10 of 16)

Section 5: Qualified Opportunities

- Business Alignment Score: Medium (1 of 2)

Opportunity #12, Import/export of state correctional data: As required by various state laws (RCW 36.28A.040, as amended by House Bill 1952 of the 2001 Washington Regular Session, and RCW 10.97.030), the Washington Sheriffs and Police Chiefs Association (WASPC) will require King County to transmit and share jail information by the end of calendar year 2002. Additionally, by providing this information and receiving information, King County can have access to more complete jail history information about inmates.

- Assessment Alignment Score: Medium (13 of 16)
- Business Alignment Score: Medium (1 of 2)

5.3 QUALIFIED OPPORTUNITIES ALIGNMENT AND BENEFIT MATRIX

Qualified Opportunity Analysis Matrix

	1	2	3	4	5	6				7			8	9	10		B	
Opportunities:						CO	C1	EO	GC	E	A	T			V	H	S	P
1 - Public Crime Info	X		X	X	X				X		X	X				X		X
2 - Municipal Investigation Info	X		X	X	X			X	X		X	X	X	X	X		X	X
3 - Criminal Background Access	X		X	X	X			X	X		X	X	X	X	X	X	X	X
4 - Updated Referral Status	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X
5 - Improved Inmate Status Reporting	X		X	X	X				X				X	X			X	
6 - Paperless Case Files Support	X		X	X	X		X	X	X	X		X		X		X	X	
7 - Paperless Filing Support	X		X	X	X		X	X	X	X		X	X	X		X	X	
8 - Warrant Placement and Management	X		X	X	X	X		X	X					X	X		X	
9 - Improved Court Status Reporting	X		X	X	X				X			X	X	X		X		
10 - Consolidated Inmate Management	X		X	X	X		X	X	X	X		X	X			X		
11 - Coordinated Health Services Info	X		X	X	X			X	X		X	X	X			X	X	
12 - Import/Export of State Correctional Data	X		X	X	X	X	X	X	X	X	X	X	X		X		X	

Attributes:

- 1 - Near/Short/Long-term strategy alignment (assessment recommendation 2)
- 2 - Near-term tactical alignment (assessment recommendation 3)
- 3 - Integration model alignment (assessment recommendation 4)
- 4 - Application independence alignment (assessment recommendation 5)
- 5 - Data/integration standards alignment (assessment recommendation 6)
- 6 - Integration best practices alignment (assessment recommendation 7)
- Capture data at origination only; Capture data once; Exchange supports ops; Global capabilities
- 7 - Integration definition alignment (assessment section 3.1)
- Eliminate duplicate entry; Access new data; Timely sharing
- 8 - Data sharing business driver alignment (assessment section 7.1)
- 9 - Case management business driver alignment (assessment section 7.2)
- 10 - Vertical or horizontal integration (assessment section 3.4)
- B - Business alignment
- S - Alignment to LSJI questionnaire response; P - Alignment to 2002 business plan

Table 2: Qualified Opportunity Analysis Matrix

5.4 CASE MANAGEMENT PARADIGM SHIFT

Finally, based on the long-term outlook of the LSJ function within King County, analysis and observation of operations throughout the LSJ workflow, and responses and comments to surveys, three statements may be made:

- The criminal caseload within the county will continue to increase as the county population increases.
- In the long-term and foreseeable future, county revenues will continue to decrease proportionate to the county population.
- Services and standards for processing criminal cases must remain consistent with legal requirements regarding capabilities, timeliness, and due process.

Assuming all three of these statements are true, it is evident that King County must prepare to address a need for a paradigm shift in the methods and operations related to managing criminal cases. While separation of responsibilities is necessary for practical and legal reasons, stovepipe segregation of technology and information will impede and prevent the improvement that is required if the justice operation is expected to continue as a viable function given the stated conditions.

While many of the qualified and quantified opportunities support improvements to criminal case management, they only address incremental changes based on the current operations and business rules. The integrated technical environment represents the first development of the infrastructure required to support broader and more basic core changes in the LSJ operational model, necessary to meet the future demands of the county.

At this time, the development of a new business or operational paradigm for criminal case management is outside the scope for this project. Therefore, this information is reported but not identified as an integration opportunity.

6.0 PROJECT ASSESSMENT, ANALYSIS SOURCES, AND OTHER CONTRIBUTING ASSUMPTIONS

6.1 ASSESSMENT PHASE REQUIREMENTS

Various component of the Assessment Phase of the LSJ Integration Project – as documented in the Assessment Report – were inputs to and requirements for the Analysis Phase of the project.

6.1.1 Assessment Recommendations

The 10 recommendations from the Assessment Report were considered in performing the analysis and determining valid integration opportunities. Specifically, the recommendations played the following role in the analysis:

- Recommendations 2 (Integration Strategy), 4 (Integration Model), 5 (Application Independence), 6 (Integration Standards), and 7 (Integration Best Practices) were treated as requirements for the Analysis Phase. All alternatives and options must be able to be implemented in a manner consistent with these recommendations.
- Recommendations 3 (Near-Term Tactics) and 8 (Detention Applications) address specific categories of systems or operations within the LSJ community. Alternatives and options may or may not comply with these recommendations.
- Recommendations 1 (LSJ Governance), 9 (Strategic Technology Plan), and 10 (Communications Plan) address issues related to the management and performance of the LSJ Integration Project, and do not apply to the Analysis Phase.

6.1.2 Other Assessment Findings

In addition to the 10 recommendations, the Assessment Report documents other findings that are critical to a success in an integrated justice environment. Some of the assessment effort resulted in observations about the operational goals, objectives, and environment within King County that were reported as statements of fact. As applicable, these items from the Assessment Report were treated as requirements for the Analysis Phase. Those items were as follows:

- Section 3.1 provides the industry definitions for justice integration, as determined by the U.S. Department of Justice. Based on the definitions, integration encompasses a variety of functions designed to enable the timely and efficient sharing of information within and between agencies. The primary objective of integration is the elimination of duplicate data entry, access to information that is not otherwise available, and the timely sharing of critical data.

Section 6: Project Assessment, Analysis Sources, and Other Contributing Assumptions

- Section 3.4 outlines vertical and horizontal integration, and demonstrates that integration must involve at least one of these two inter-agency paths.
- Section 7.1 states that, based on a survey of all agencies conducted in July 2001, “data sharing” was unanimously identified by all agencies as the primary short-term business driver for justifying LSJ integration.
- Section 7.2 states that, based on a survey of all agencies conducted in July 2001, improvement to criminal case management” was identified as the primary long-term challenge of LSJ community.

6.2 COLLECTIVE BUSINESS PRIORITIES

6.2.1 Specific business goals and mission statements

Several LSJ agencies have identified business goals and objectives that can only be accomplished by integrating systems and sharing data between agencies. Some of these business objectives are stated in the various 2002 business plans, while others were discovered during interviews and surveys conducted during the Assessment Phase.

Applicable contributing items from the various sources are as follows:

- Various aspects of the King County Sheriff’s Office Five-Year Business Plan 2002 Update, and the Technology and Strategy Roadmap FY 2002-2004, that outline technology programs related to crime management portals, public information portals, and other data-centric programs under the heading of information-based operations.
- Stated goals within the King County Prosecutor’s Office 2002 business plan related to reducing paper and streamlining information management within the case management workflow.
- Responses from all agencies to the assessment survey for the project, and specifically regarding the question of near-term operational improvement opportunities, and future operational vision.

6.2.2 Current King County Operational Environment

In a letter dated February 19, 2002, from County Executive Ron Sims to Council Chair Cynthia Sullivan and distributed via e-mail to all county employees, Mr. Sims specifically addressed the challenges of King County’s justice operations:

Growing Regional Justice System Obligations. As the population of King County grows, so does the justice system that is required by state, federal and legal mandates to prosecute, defend, adjudicate and jail criminal offenders and that handles marriage dissolutions and contract disputes. As the County loses tax base through city

Section 6: Project Assessment, Analysis Sources, and Other Contributing Assumptions

annexations and incorporations, it retains its obligation to pay for justice system that serves city residents and unincorporated county residents alike.

Later in the same letter, Mr. Sims stated that he will be calling upon the LSJ community for budget cuts:

Soliciting Cooperation of Separately Elected Justice Officials. I will meet in the next few weeks with the Sheriff, the Prosecuting Attorney, and the Presiding Judges of the Superior and District Courts to discuss the magnitude of the financial problem and to request that they share in the necessary reductions. Basic law enforcement and judicial processing are core missions of county government and must be protected, but they cannot be exempt from further reductions in 2003 and beyond. Even if we were to entirely eliminate all parks and human services spending, there would be tens of millions of dollars of additional cuts necessary in the next two years, and most those will have to come from our justice programs.

Based upon these statements, it is clear that the LSJ community must identify methods by which functions can be maintained and performed with less money.

7.0 WORKFLOW GRAPHIC MODELS

7.1 HIGH-LEVEL LSJ WORKFLOW MODEL

This workflow represents the general path of a criminal incident within the current King County LSJ operation. The eight main activities align to the events outlined in Section 5.5 of the Assessment Report.

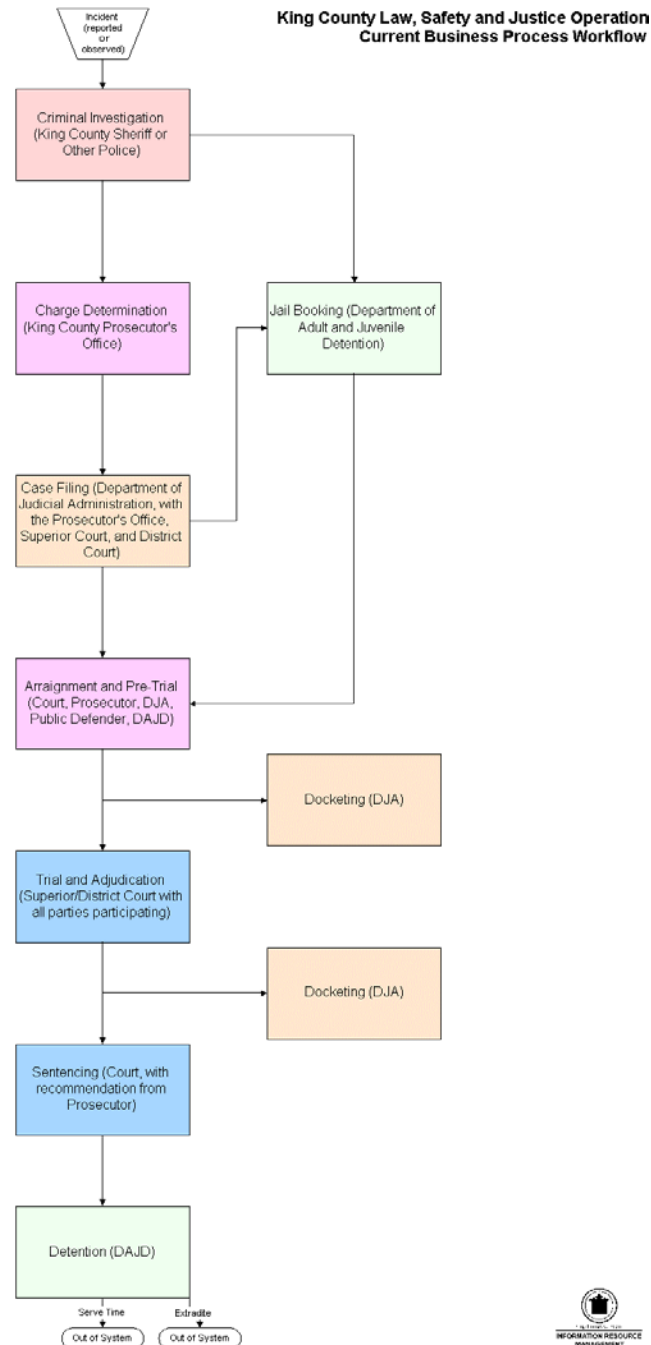


Figure 1: Current Business Process Workflow (high level)

7.2 HIGH-LEVEL WORKFLOW WITH INTERFACES

This is the same workflow with the addition of the applications used during the various activities, and documents and output generated by the activities as handoffs to the next work process.

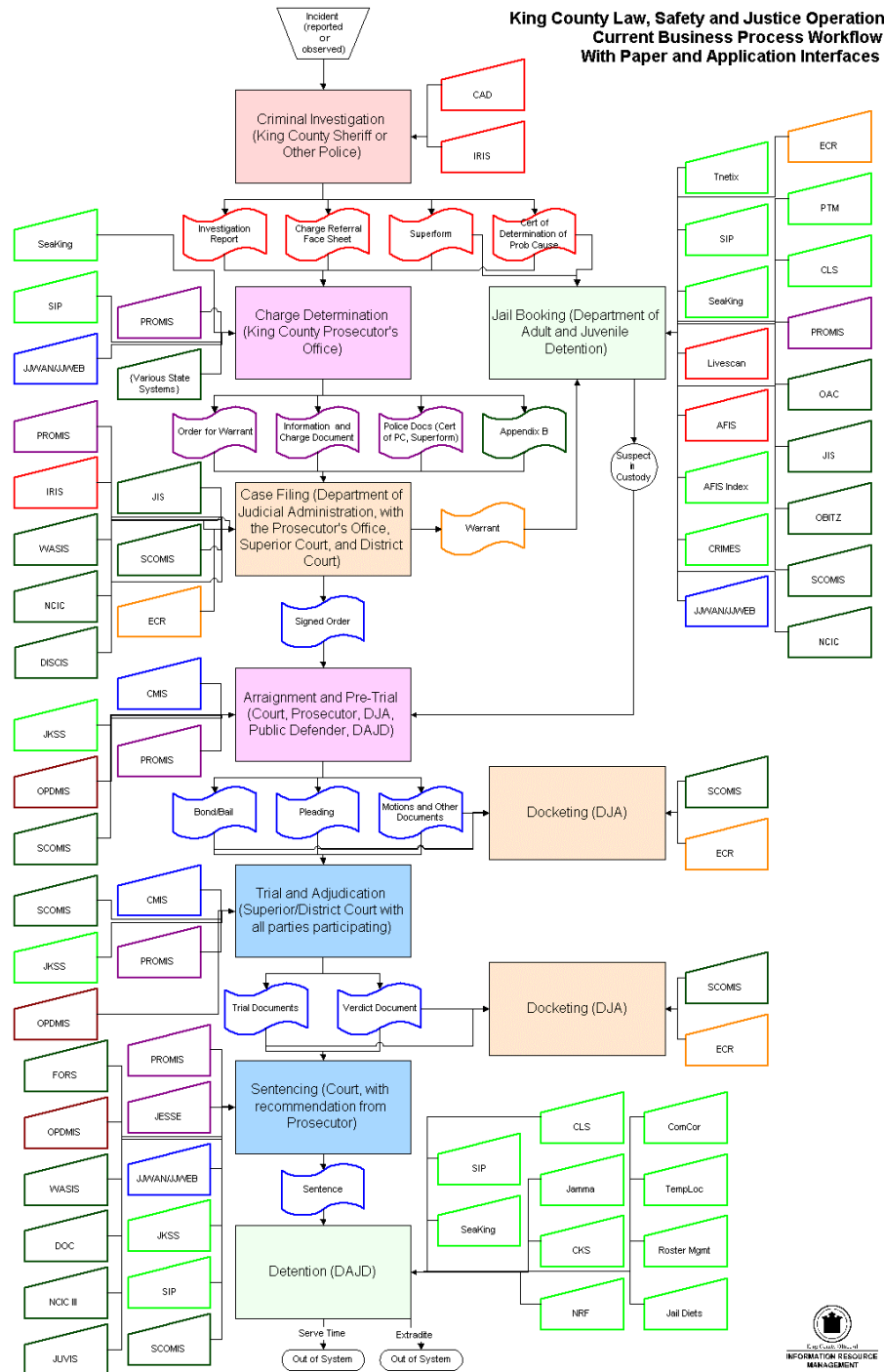


Figure 2: High Level Business Process Workflow with Interfaces

7.3 HIGH-LEVEL WORKFLOW WITH QUANTIFIED OPPORTUNITIES

This workflow identifies the quantified business improvement opportunities that could be realized as a result of an integrated information management environment. The metrics that represent potential tangible benefit are included.

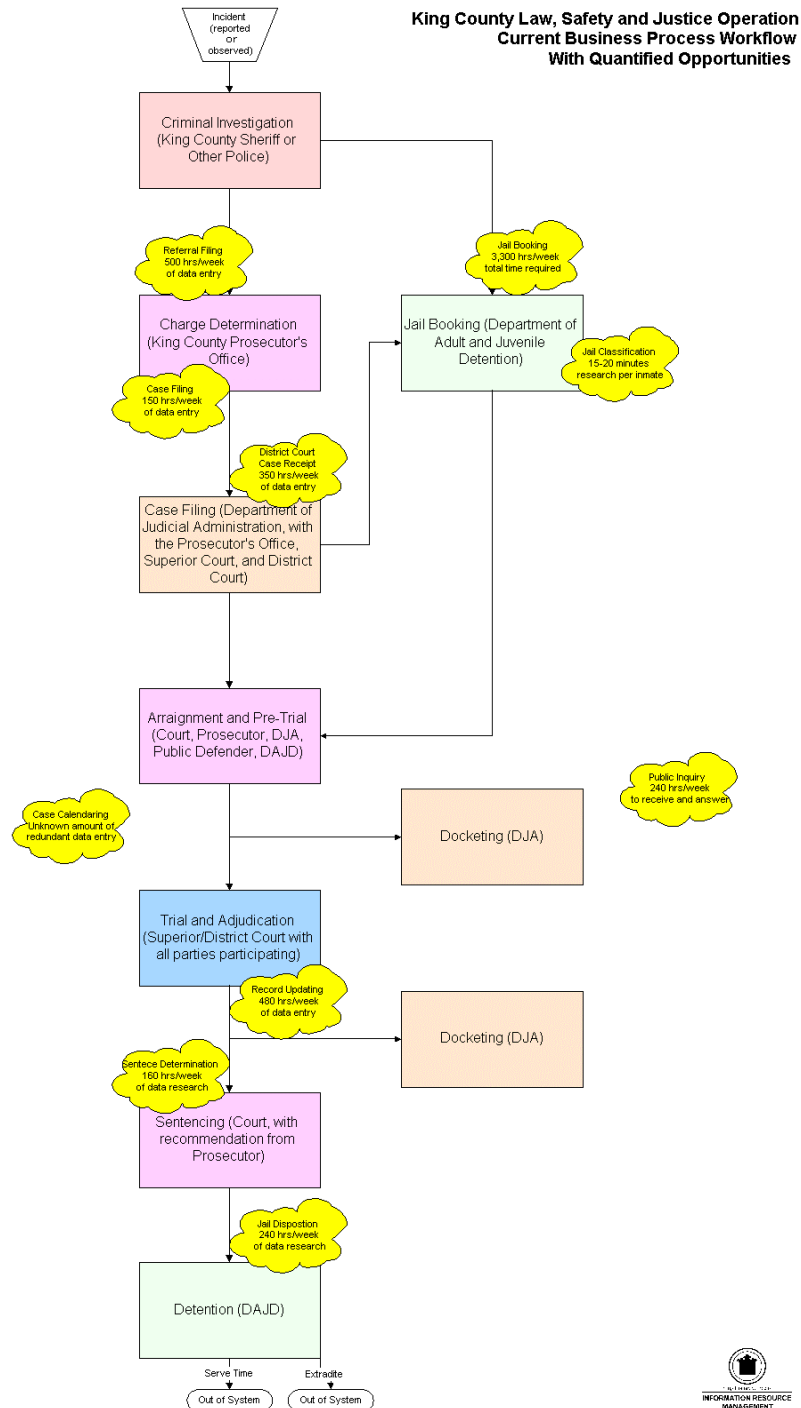


Figure 3: Current Business Process Workflow with Quantified Opportunities

7.4 HIGH-LEVEL WORKFLOW WITH ALL OPPORTUNITIES

This workflow identifies all business improvement opportunities that could be realized as a result of an integrated information management environment.

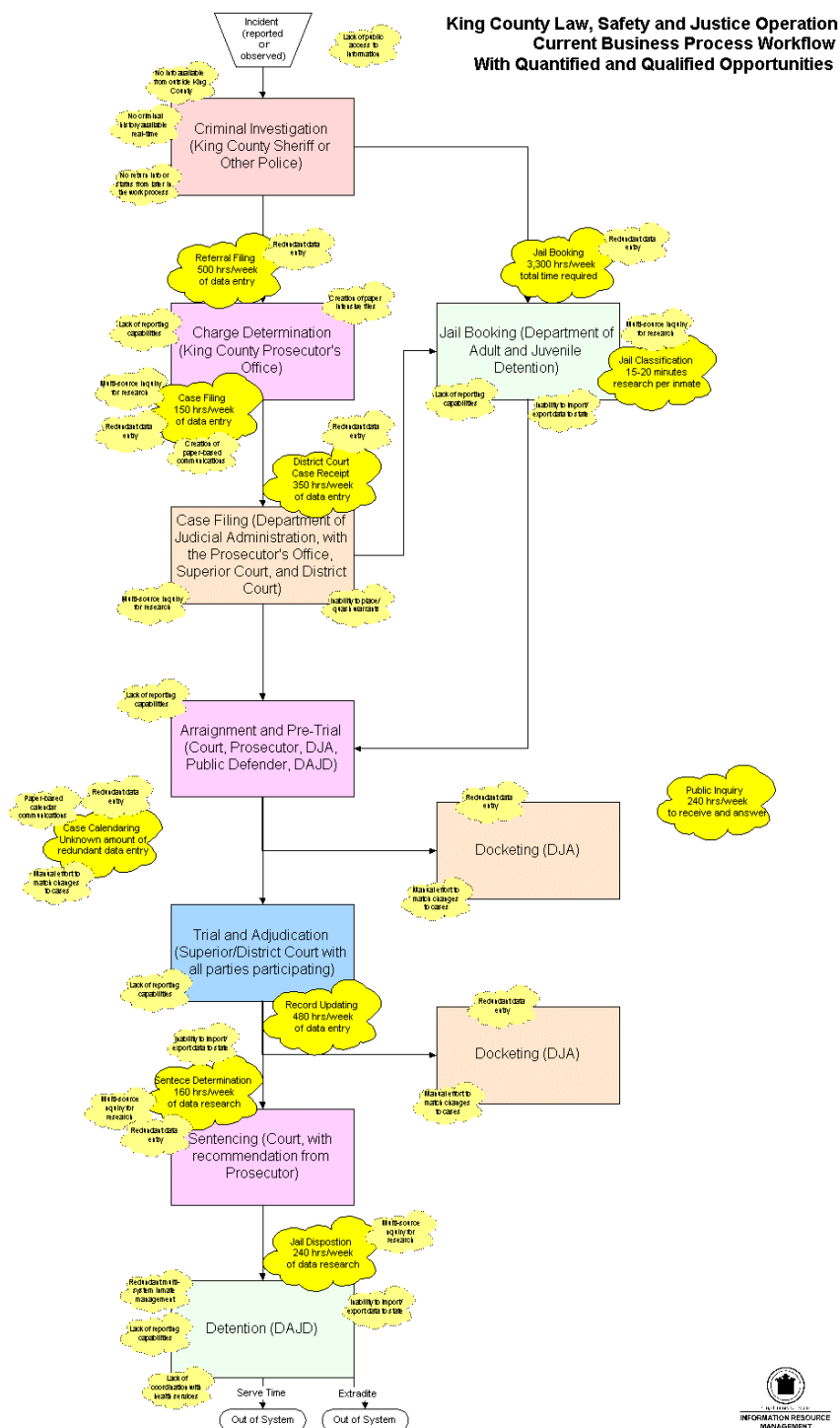


Figure 4: Current Business Process Workflow with Quantified and Qualified Opportunities

7.5 DETAILED LSJ WORKFLOW

This more detailed workflow includes activities performed within the broader processes of investigation, arrest and booking, charge determination, and case filing. It specifies the activities that use the relevant IT applications and produce the paper-based documents and other information.

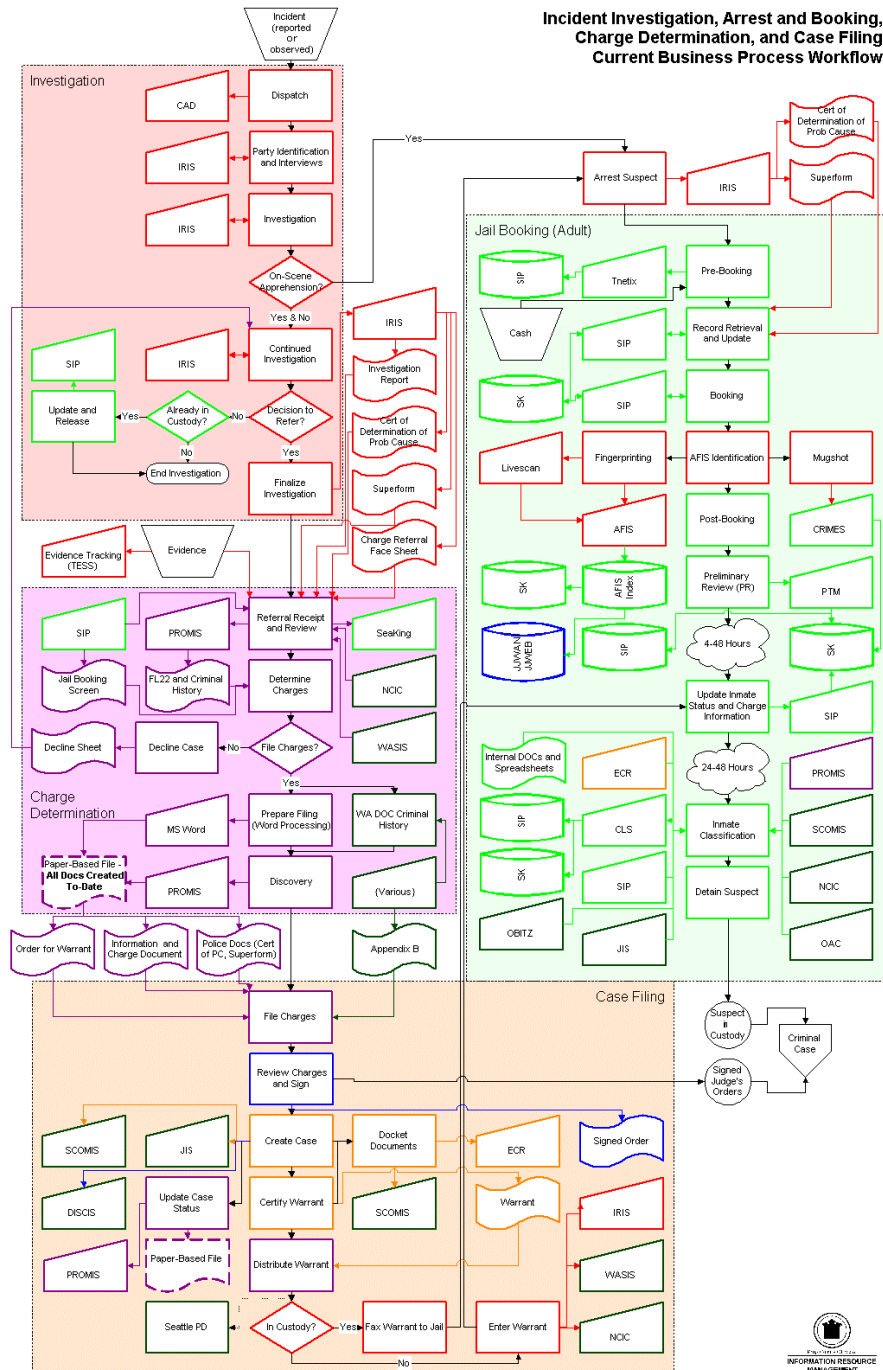


Figure 5: Detailed Workflow (investigation, arrest and booking, charging, and filing)

Section 7: Workflow Graphic Models

Again, this more detailed workflow includes activities performed within the broader processes involved in a criminal case (arraignment, adjudication, sentencing, and detention), and specifies the activities that use the relevant IT applications and produce the paper-based documents and other information.

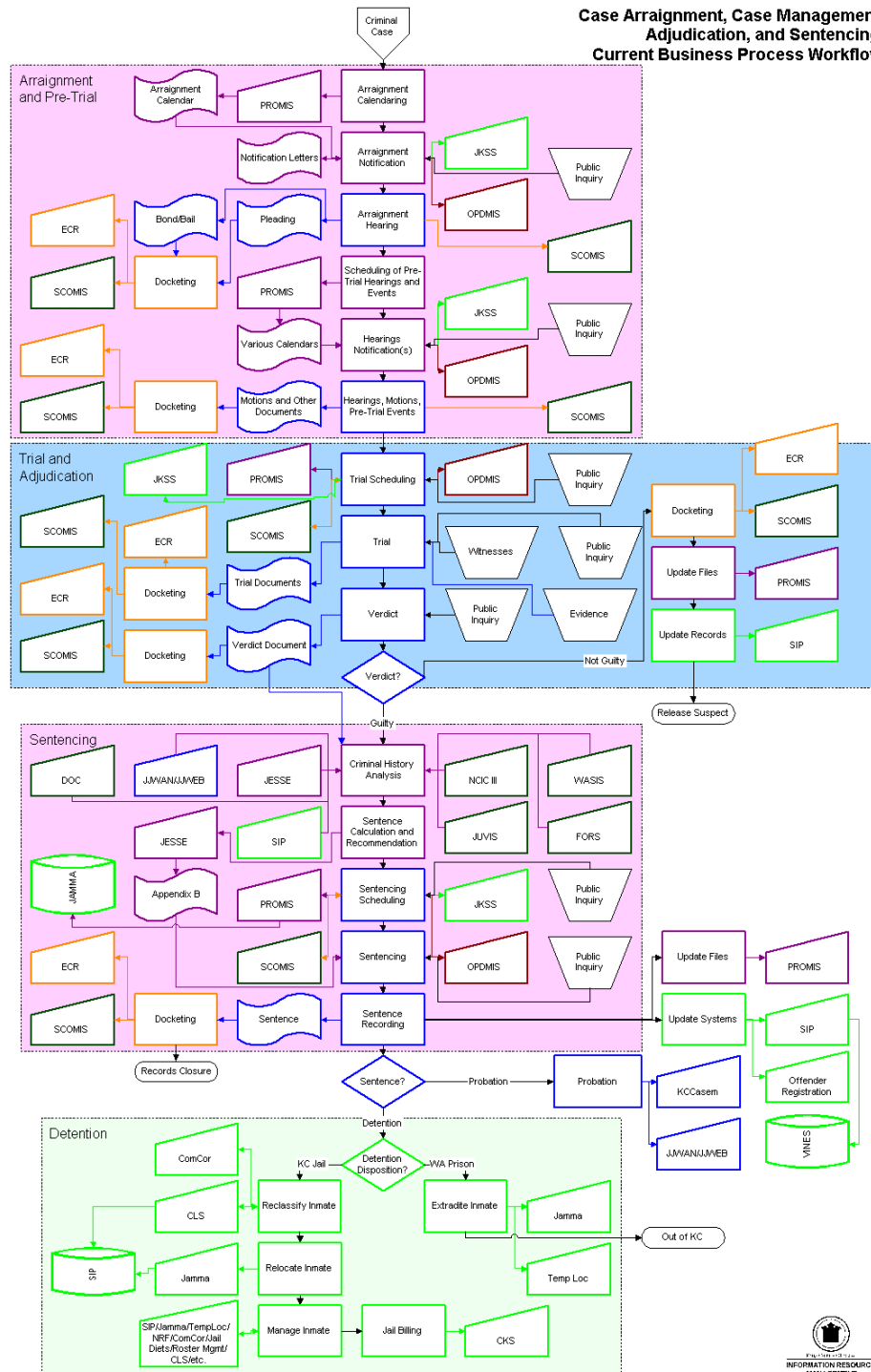


Figure 6: Detailed Workflow (arraignment, adjudication, sentencing, and detention)

7.6 DETAILED WORKFLOW WITH OPPORTUNITIES

This version of the detailed workflow identifies the business improvement opportunities within the investigation, arrest and booking, charge determination, and case filing operations that could be realized as a result of an integrated information management environment. This graphic exhibits how those opportunities include broader clusters of opportunities that cross agency boundaries and have potential tangible payback.

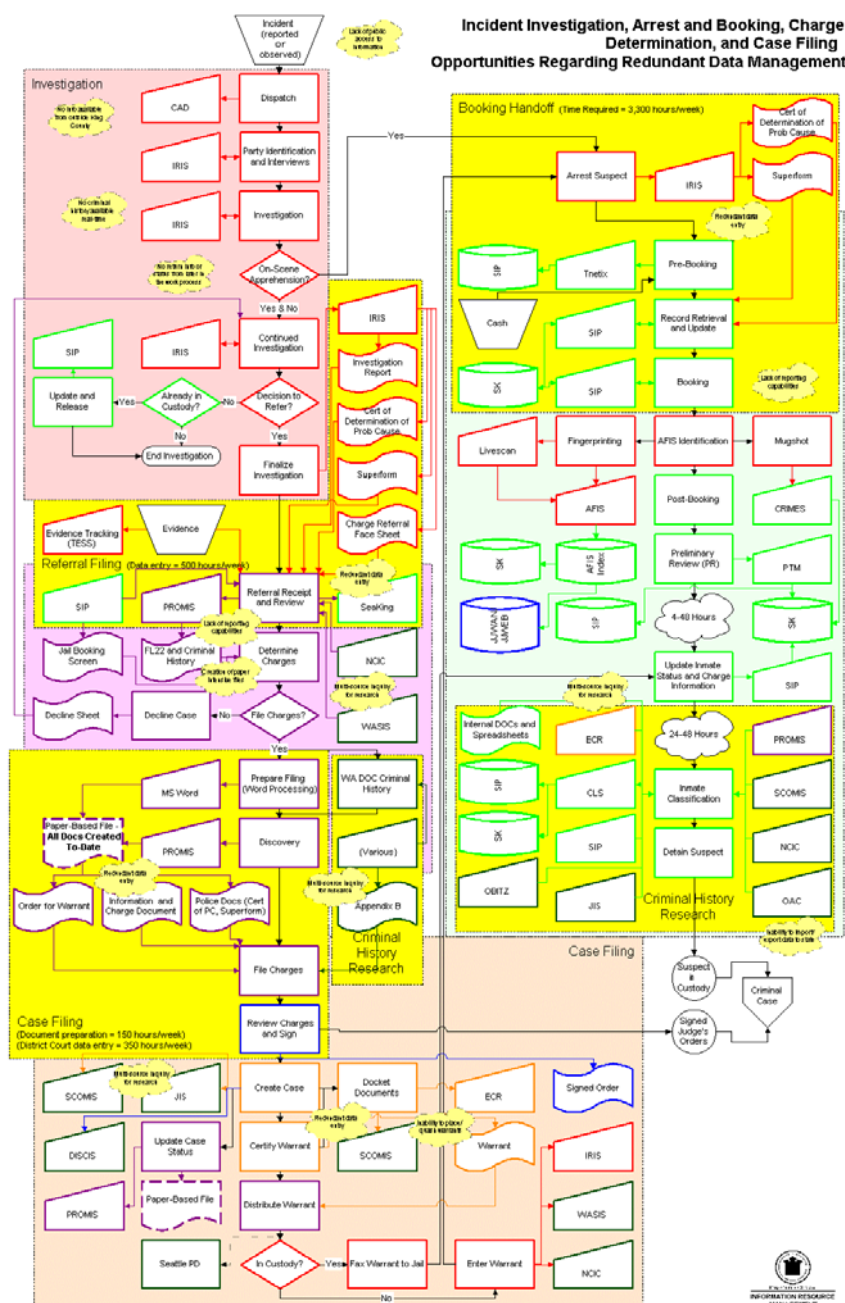


Figure 7: Workflow with Opportunities (investigation, arrest and booking, charging, and filing)

Section 7: Workflow Graphic Models

Likewise, this version of the detailed workflow identifies the business improvement opportunities within the arraignment, adjudication, sentencing, and detention operations that could be realized as a result of an integrated information management environment. This graphic exhibits how those opportunities include broader clusters of opportunities that cross agency boundaries and have potential tangible payback.

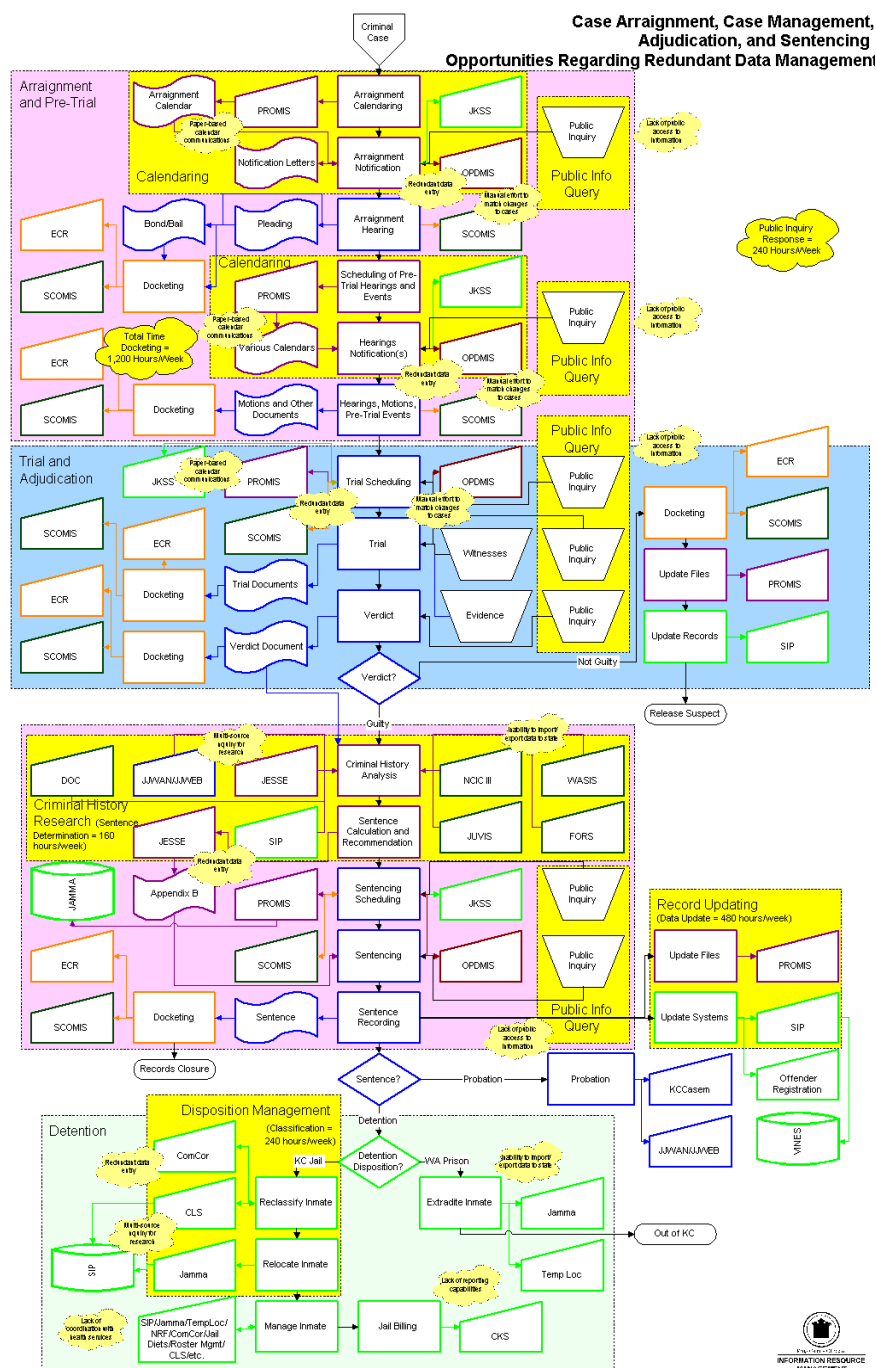
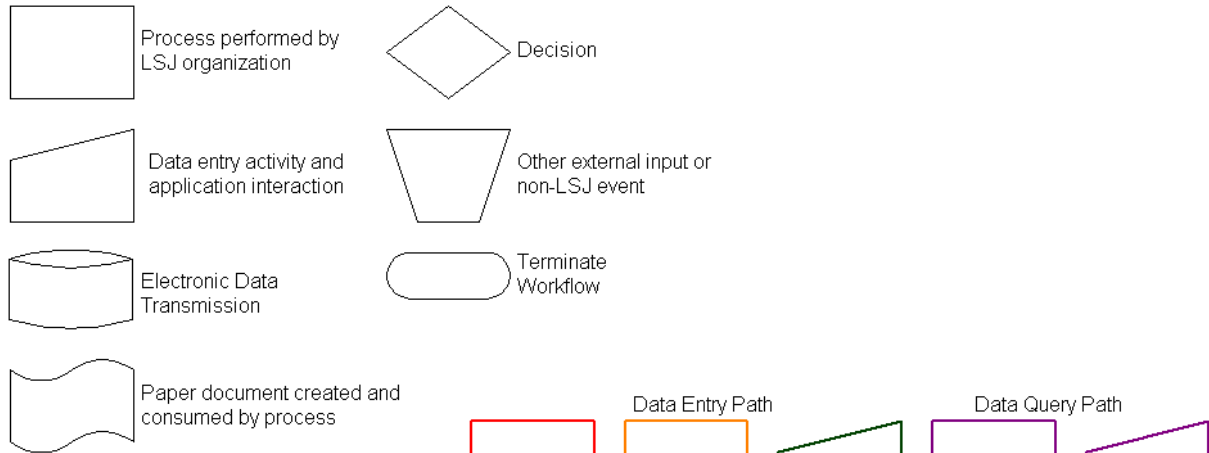
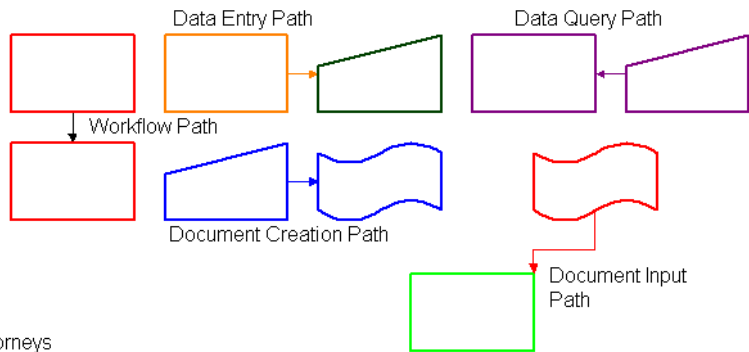
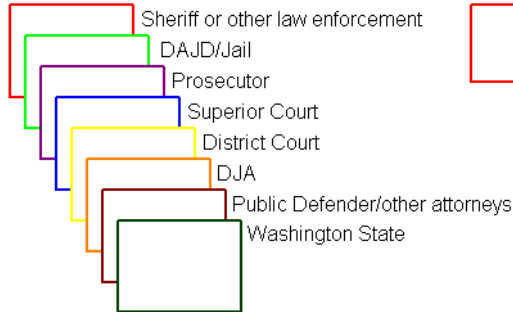


Figure 8: Workflow with Opportunities (arraignment, adjudication, sentencing, and detention)

APPENDIX 1: GRAPHICS KEY



Color codes



Criminal History Research

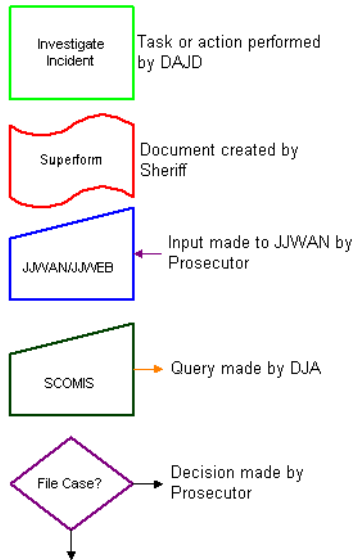
Quantified Opportunities for improvements through data and application integration, which would likely result to tangible improvements to existing operations.

Public Inquiry Response = 240 Hours/Week

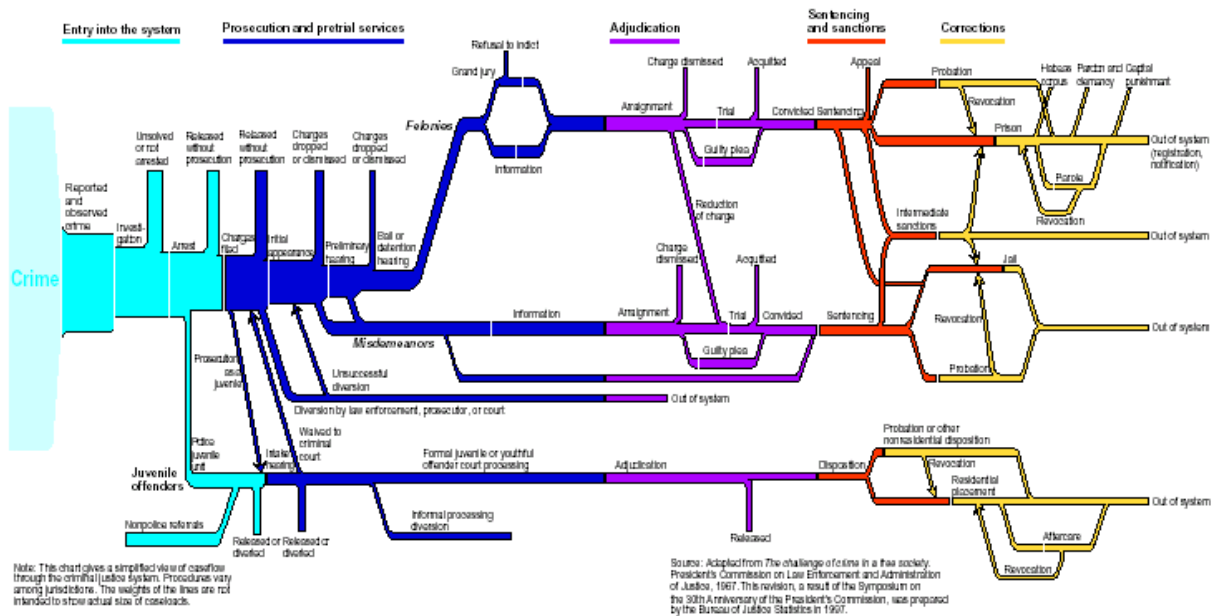
No public access to information

Qualified Opportunities for improvements through data and application integration, which would likely create a new capability, service, or other intangible benefit.

Examples: Applying color codes for tasks, applications, documents



APPENDIX 2: BUREAU OF JUSTICE CRIMINAL JUSTICE SEQUENCE



This original graphic does not copy well from the Internet. To view a better copy, see <http://www.ojp.usdoj.gov/bjs/flowchart.htm>

APPENDIX 3: GLOSSARY

BMC – Business Management Council. A council comprised of Directors and Elected Officials, created as part of the information technology governance structure under County Ordinance 14155.

CCN – Criminal Control Number. The primary key for identifying an individual within the SIP, SEAKING, and all interrelated applications within King County’s detention systems.

COTS – Commercial Off The Shelf product. Refers to an IT application that is purchased from a vendor and implemented with (presumably) limited programming or customization required.

DAJD – Department of Adult and Juvenile Detention.

Data warehouse – A database application that typically stores data and information already retained in multiple disparate systems. The data warehouse consolidates the data into a central repository, reorganizes the data, and establishes new relationships between the data to support new applications or new decisions support and analysis functions.

DISCIS – DIStrict Court Information System. A state application used by King County District Court.

DJA – Department of Judicial Administration.

EAI – Enterprise Application Integration. IT industry term for the effort of integrating applications within an enterprise.

Enterprise – Any logical organization that comprises a “going concern.” The term typically refers to an entire company (as opposed to a single department or division), but may also refer to a government organization, or multiple companies operating as a conglomerate or supply chain.

Gap analysis – An analysis technique for evaluating IT products based on the business and functional requirements of the customer or end users.

Horizontal integration – Within the justice industry, the integration of applications across multiple operations but within a single layer of government (for example, integrating the systems of King County’s Sheriff, Prosecutor, Superior Court, and Detention units).

Hub-and-spoke – An integration architecture in which applications do not directly exchange information with each other. Instead, they exchange data only with a central system, which acts as a distribution and communications hub.

ITS – Information and Telecommunications Services.

Integration – Within the justice community, integration is defined as the electronic sharing of information by two or more distinct justice entities within a system. Within the IT industry, integration is the interconnection of two or more applications so that the applications share data, resources, or functionality.

JIS – Justice Information System. A Washington State application.

JJWAN – Juvenile Justice Wide Area Network.

JIN – Justice Information Network. The working community for Washington State's integration efforts.

LegalXML – Both the name of the standard for using XML within the law and justice industry, and the name of the organization that developed and manages the standard.

Legacy – Broadly speaking, a legacy application is any application that is not currently under development and currently supports production operations. The term is usually applied to “old” applications that are: a) based on a mainframe or midrange platform; b) written in “older” computer languages like COBOL, Natural, FORTRAN; c) are designed to support only point-to-point interfaces; d) use flat file records rather than relational databases; and/or e) were originally intended to be accessed using “dumb” terminals.

Legacy extension – IT industry term for any of a variety of activities that, in the end, result in the continued use of a legacy system while presenting to the user a browser-based “web” interface accessed from a PC.

LSJ community – The collection of agencies and departments that make up the King County “Law, Safety and Justice” operation. It includes the King County Sheriff, the King County Prosecutor, Superior Court, District Court, the Department of Judicial Administration, the Department of Adult and Juvenile Detention, and the Office of the Public Defender.

Middleware – Software that manages the interaction between disparate applications across the heterogeneous computing platforms. There are many different types of middleware solutions, based on the goal of the interaction between applications.

MQ – A type of middleware software, produced by IBM.

NCIC – The federal government's criminal information application.

OIRM – Office of Information Resource Management.

PAO – Prosecuting Attorney's Office.

PCN – Process Control Number. The primary key for identifying event-related information within Washington State's justice systems.

PDO – Public Defender's Office.

Point-to-point – An integration architecture in which applications directly exchange information with each other. This is a simple method for quickly achieving direct connection between applications, but becomes complex and difficult under a many-to-many integration scenario.

Powerbuilder – A development tool from Powersoft, used to build application interfaces within a client/server environment.

PROMIS – PROsecutor Management Information System. The core application used by the King County Prosecutor's Office.

Protocol – A set of formal rules describing how to transmit data. Low-level protocols define the electrical and physical standards to be observed. High-level protocols deal with the data formatting, sequencing of messages, etc.

RDBMS – Relational DataBase Management System. A relational database allows the definition of data structures, storage and retrieval operations, and integrity constraints. In such a database the data and relations between them are organized in tables. A table is a collection of records and each record in a table contains the same fields.

ROI – Return On Investment.

SEARCH – A non-profit organization, also called The National Consortium for Justice Information and Statistics. It is a research group funded primarily by grants from the Office of Justice Programs, within the U.S. Department of Justice.

SEAKING – A DAJD application that contains demographic information of every person processed within the King County detention unit. It was originally acquired from Kansas City circa 1971.

SIP – Subject In Process. The core application used by the King County Department of Adult and Juvenile Detention.

SAC – Strategic Advisory Council. A council comprised of Directors and Elected Officials, including the King County Executive, created as part of the information technology governance structure under County Ordinance 14155.

SOP-2 – Summary Offender Profile, Release 2. An application currently under development by Washington State.

Superform – A document created by a law enforcement agency to refer a case to the King County Prosecutor.

SWOT – Strengths, Weaknesses, Opportunities, Threats. A structured method of analyzing business opportunities based on four criteria.

Vertical integration – Within the justice industry, the integration of applications across multiple layers of government but within a single function (for example, integrating the systems of Seattle Police, King County’s Sheriff, and Washington State Patrol).

WACIC, WASIS, SOR – Various applications used by Washington State.

W3C – World Wide Web Consortium. The main standards body for the World Wide Web. W3C works with the global community to establish international standards for client and server protocols that enable on-line commerce and communications on the Internet. W3C was created by the Massachusetts Institute of Technology (MIT) on October 25, 1994.

XML – eXtensible Markup Language. A standard developed by the W3C for exchanging data. It is based on creating definitions for data tags, tagging data according to those definitions, and transmitting the tagged data as text files.